

REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND NORTH

MONTHLY REPORT: JULY 2012



Photo: Participants in the Project Management Regional Workshop present their proposed Service Delivery Improvement Plans for their third round sub-project for feedback and discussion on July 4, 2012, at the RAMP UP – North Regional Office in Mazar-e-Sharif.

AUGUST 15, 2012

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ABBREVIATIONS & TERMS

| | |
|--------------|--|
| CLIN | Contract Line Item Number |
| CO | Contracting Officer |
| COP | Chief of Party |
| COR | Contracting Officer's Representative |
| DAI | Development Alternatives, Incorporated |
| DoWA | Department of Woman's Affairs |
| EA | Embedded Advisor |
| GDMA | General Directorate of Municipal Affairs |
| GIRoA | Government of the Islamic Republic of Afghanistan |
| IDLG | Independent Directorate of Local Governance |
| M&E | Monitoring and Evaluation |
| MOF | Ministry of Finance |
| MOU | Memorandum of Understanding |
| MTL | Municipal Team Leader |
| NGO | Non-Governmental Organization |
| PAAG | Public Administration Advisory Group |
| PBB | Performance Based Budgeting |
| PBT | Project-Based Training |
| PRT | Provincial Reconstruction Team |
| RAMP UP | Regional Afghan Municipalities Program for Urban Populations (USAID program) |
| RC (E,W,N,S) | ISAF Regional Command East, West, North, South |
| RU-N | RAMP UP North |
| SDAG | Service Delivery Advisory Group |
| SOP | Standard Operating Procedures |
| SOW | Scope of Work |
| TA | Technical Assistance |
| TAMIS | Technical Assistance Management Information System |
| TOR | Terms of Reference |
| ToT | Training of trainers |
| UN | United Nations |
| UNDP | United Nations Development Program |
| USAID | United States Agency for International Development |
| USG | United States Government |

Terms

| | |
|--------------------------|--|
| <i>gozar</i> | Neighborhood |
| <i>nahya</i> | Municipal District |
| <i>qaryadars</i> | village leaders |
| <i>wakil or kаланter</i> | <i>nahya</i> or <i>gozar</i> representative |
| <i>Tashkeel</i> | administrative structure of a GIRoA entity |
| <i>Safayi tax</i> | service charge and property tax |
| <i>Moustoufiat</i> | the provincial-level branch of the Ministry of Finance |

ABOUT RAMP UP NORTH

The purpose of the Regional Afghan Municipalities Program for Urban Populations for Regional Command North (RAMP UP North) is to create effective, responsive, democratic, transparent, and accountable municipal governance in the nine provinces that comprise the International Security Assistance Force's (ISAF's) Regional Command North.

RAMP UP North will: (1) increase the capacity of the Government of the Islamic Republic of Afghanistan (GIROA) municipal officials, (2) markedly improve the delivery of municipal services to citizens in target municipalities, and (3) increase municipal capacity to enable, support, and sustain economic growth. As a result of the RAMP UP North, Afghan citizens will receive better services, understand the responsibilities of municipal leaders, play an active role in the municipal decision-making process, and see local governance structures as legitimate.

EXECUTIVE SUMMARY

In the month of July, RAMP UP North held two regional Project Management workshops for municipal officials and citizen representatives from all nine municipalities. The workshops, which were held on July 3-4 and July 9-10, provided practical training on the four phases of the project management cycle and, as a practical exercise participants, also developed Service Delivery Improvement Plans (SDIPs) for their proposed third round sub-projects. The training was well received by the majority of participants, most of whom reported in their evaluations that the training will be useful in their daily work.

RU-N advisors have continued to support municipalities in planning and managing three rounds of sub-projects during the month of July. Eight of the first round projects have been completed and the final round one sub-project, in Maymana, is nearing completion. For the second round sub-projects, most municipalities have completed the procurement phase and were preparing for the start of implementation phase by the end of July. Project concept development for third round sub-projects also made significant progress, with municipalities and SDAG members developing SDIPs as part of the Project Management Regional Workshops. These SDIPs were finalized in July and RU-N advisors have begun drafting designs and bills of quantities (BoQs) for these proposed sub-projects.

PROGRAMMATIC HIGHLIGHTS

- RU-N has continued to build capacity of municipal officials, using the sub-projects as a way to provide practical on-the-job training to municipal officials. Training was provided to municipal officials and Service Delivery Advisory Group (SDAG) members on project definition and planning as part of SDAG meetings to select third round projects, as well as during the Project Management Regional Workshop held in early July. Functional training on open and transparent procurement systems was provided as part of five bid openings and evaluations that were held in July. Project-based training on the monitoring and control of projects continued in Maymana as part of the ongoing implementation of the Women's Park Improvement Project.
- Following the completion of eight round one sub-projects RU-N advisors continue to support municipalities to ensure the sustainability of the new service delivery activities. The final first round sub-project, the Women's Park Improvement Project in Maymana, is also nearing completion, with the advisors reporting that work continues on schedule and continues to be monitored in collaboration with municipal officials and citizen groups. Second round sub-projects are nearing completion of the procurement phase, with five bid openings and evaluations held in July. Three of the remaining four municipalities have scheduled bid openings for early August. The final municipality, Faizabad, has revised the proposed location for the second round latrine project. Finally, significant progress was made in developing third round project concepts in July, with all nine municipalities drafting and finalizing the SDIPs for their proposed project concept.
- Business registration and licensing activities continued this month in Aybak, Faizabad, Pul-e-Khumri, Sar-e-Pul, and Taloqan. In Sar-e-Pul, advisors continue to print and distribute licenses, while in the other four municipalities, advisors are assisting the municipalities in developing mechanisms to ensure that business owners are paying their registration fees at the bank and receiving their licenses in a reasonable timeframe.
- On community engagement activities, RU-N has begun implementing gender awareness training with the embedded advisors, including an initial introduction to the concept of gender and practical exercises and role-plays about the ways in which gender influences the community and

the workplace. The training will also be conducted in municipalities, along with training on gender mainstreaming.

PROGRAMMING ACTIVITIES

CAPACITY BUILDING

Technical Assistance (TA)

RU-N advisors continued to provide technical assistance on business registration and licensing. This month, embedded advisors worked with municipalities to design mechanisms for collecting taxes from businesses that had not yet paid their registration fees at the banks. Meetings were held this month in Taloqan (July 9), Faizabad (July 2, 3 and 8), Pul-e-Khumri (July 3 and 25), and Aybak (July 9 and 31) to discuss various communication and enforcement options with municipal officials. As a result of these meetings, municipal officials have engaged with their communities to raise awareness about the importance of business registration taxes. For example, the Mayor of Faizabad developed a television advertisement on paying business registration taxes and the Taloqan municipality also issued announcements to local media about the requirement to pay these taxes. In Pul-e-Khumri, advisors coordinated a meeting with the Association of Craftsmen on July 29 to raise awareness about registration fees and Faizabad municipal officials also organized a meeting on July 31 with local business owners. Embedded advisors continued to train municipal counterparts on the new computerized business registration and licensing system in Faizabad on July 3 and 29.



The Faizabad municipality, with support from RU-N, organized a meeting with business owners to discuss the importance of paying business registration fees on time to the bank on July 31, 2012.

Consultations

All nine municipalities consulted with their municipal counterparts in the Accounts, Revenue and Property Departments to complete an assessment of the municipal accounting system from July 23-26. This assessment, which was developed as a method of measuring when municipalities have fulfilled existing GDMA requirements for a functioning accounting system, is the first step for RU-N to begin preparing capacity building support on budget execution and accounting.

Advisors in Sheberghan, Sar-e-Pul, Mazar-e-Sharif and Aybak continued to engage with municipal officials to collect the information requested by GDMA for municipal websites. A complete draft of this information from all nine municipalities was compiled on July 16 and is currently under review by the Technical Team. RU-N advisors also consulted with municipal officials and other government representatives to collect information for the Municipal Economic Profiles and by July 31 eight municipalities had submitted completed drafts for review: Maymana, Sheberghan, Mazar-e-Sharif, Aybak, Pul-e-Khumri, Kunduz, Taloqan and Faizabad.

Regional Workshops/Conferences

RU-N held two Regional Workshops on Project Management this month, with the aim to provide functional, practical training on all stages of the project management cycle. Municipal officials and SDAG members were invited to participate in the workshop, which was held for representatives from Aybak, Kunduz, Sheberghan, Sar-e-Pul and Maymana from July 3-4, and for representatives from Faizabad, Mazar-e-Sharif, Pul-e-Khumri and Taloqan on July 9-10. Participants received training on four phases of project management: project definition, project planning, project execution and control, and

project closeout. As a result of the training, municipal officials and citizen representatives drafted their Service Delivery Improvement Plans (SDIP) and monitoring plans for their proposed third round sub-projects.

Functional Training / Project Based Training (PBT)

RU-N advisors continued this month to use the service delivery improvement sub-projects as a way to train municipal officials in key areas including project definition, monitoring, and procurement, public outreach and public works. RU-N advisors provided training on the project selection process as part of SDAG meetings to select third round sub-project priorities in Taloqan on July 2 and Mazar-e-Sharif on July 3. Functional training on bidder eligibility and qualifications was also provided to observing municipal officials and citizens during five bid openings and evaluations held this month for second round sub-projects in Aybak (July 10-11), Sar-e-Pul (July 16), Sheberghan (July 12), Taloqan (July 1-2), and Maymana (July 25-26).

As part of the implementation of the first round sub-project in Maymana, RU-N advisors engaged citizens and municipal officials in on-site monitoring of construction on the Women's Park Improvement Project on July 3 and 17, building capacity in how to control the implementation of public works projects. In Aybak, RU-N advisors engaged an SDAG member with participating in the site survey for the third round project. In Sar-e-Pul RU-N advisors trained municipal officials on how to develop a municipal newsletter to communicate about on-going municipal projects.



RU-N advisors in Maymana facilitate a site-monitoring visit for SDAG members and municipal officials to inspect progress on the construction of the Women's Park on July 3, 2012.

SUSTAINABLE SERVICE DELIVERY IMPROVEMENT SUB-PROJECTS

This month, RU-N advisors were engaged in all three rounds of sub-projects. Advisors monitored the sustainability of the eight completed first round sub-projects and ensured effective municipal management of the new services that were established with RU-N support. The final first round sub-project, the Maymana Women's Park Improvement Project, is nearing completion and advisors continue to engage the municipality and citizens in monitoring construction progress to make sure all stakeholders are satisfied with the completed work.

The second round of RU-N sub-projects has nearly completed the procurement phase during the month of July. As of July 31, five sub-project RFPs were opened and evaluated and six sub-projects contracts have been approved to begin implementation in early August: Aybak, Kunduz, Maymana, Sar-e-Pul, Sheberghan and Taloqan. Two additional subcontract bids are scheduled to be held in early August. In Faizabad, RU-N advisors have engaged a number of municipal and government representatives to identify a new site for the proposed latrine project and are currently revising their project concept to reflect this new location.

This month also saw significant RU-N progress in developing the third round sub-project concepts. Municipal officials and



RU-N advisors and engineers conduct a site survey for the proposed third round sub-project, the reconstruction of a football stadium in Aybak on July 18, 2012.

SDAG members from all nine municipalities drafted initial Service Delivery Improvement Plans (SDIPs) for their proposed third round sub-project concept as part of the Project Management Regional Workshops held in early June. As a result of these workshops, advisors revised the SDIPs and finalized them throughout the month of July. Based on these finalized SDIPs, RU-N engineers have begun developing designs and the Bill of Quantities for the third round sub-projects, and have already completed drafts for three municipalities by the end of July: Aybak, Sheberghan and Kunduz.

Summaries of the status of the first, second and third rounds of RU-N sub-projects can be found in the tables below:

| First Round Sustainable Service Delivery Improvement Sub-projects —Status as of July 31, 2012 | | | |
|--|--------------------------|---------------|------------------------|
| Municipality | Sub-project Type | Status | Notes |
| Aybak | Park Improvement | Closed | Closed Out |
| Faizabad | Trash Collection | Completed | |
| Kunduz | Trash Collection | Completed | |
| Maymana | Women's Park Improvement | Ongoing | Estimated 93% complete |
| Mazar-e-Sharif | Trash Collection | Completed | |
| Pul-e-Khumri | Trash Collection | Completed | |
| Sar-e-Pul | Park Improvement | Completed | |
| Sheberghan | Trash Bin Fabrication | Completed | |
| Taloqan | Trash Collection | Completed | |

| Second Round Sustainable Service Delivery Improvement Sub-projects —Status as of July 31, 2012 | | | |
|---|-------------------------|-----------------------|---|
| Municipality | Sub-project Type | Status | Notes |
| Aybak | Public Latrines | Sub-Contract Approved | Bid opening and evaluation held on July 10-11 ; Sub-contract approved July 24 |
| Faizabad | Public Latrines | Under review | SoW currently being finalized |
| Kunduz | City Park Improvement | Sub-Contract Approved | Sub-contract approved July 24 |
| Maymana | Public Latrines | Sub-Contract Approved | Bid opening and evaluation held on July 25-26 ; Sub-contract approved July 31 ; with the RFP for the construction of the water well pending |
| Mazar-e-Sharif | Trash Collection | Procurement | Bid opening and evaluation scheduled for August 6 and 9 |
| Pul-e-Khumri | Park Construction | Procurement | Bid opening and evaluation scheduled for August 7-8 |
| Sar-e-Pul | Market Improvement | Sub-Contract Approved | Bid opening and evaluation held on July 16 ; Sub-contract approved July 25 |
| Sheberghan | Public Latrines | Sub-Contract Approved | Bid opening and evaluation held on July 12 ; Sub-contract approved July 25 |
| Taloqan | Park Improvement | Sub-Contract Approved | Bid opening and evaluation held on July 1-2 ; Sub-contract approved July 25 |

| Third Round Sustainable Service Delivery Improvement Sub-projects —Status as of July 31, 2012 | | | |
|--|--|------------------------|--|
| Municipality | Sub-project Type | Status | Notes |
| Aybak | Rehabilitation of Football Stadium | Concept in development | SDIP finalized July 16 ; BoQ and designs issued July 30 |
| Faizabad | Park Improvement | Concept in development | SDIP finalized July 26 |
| Kunduz | Steel Grates for Drainage Covers | Concept in development | SDIP finalized July 26 ; BoQ and designs issued July 30 |
| Maymana | Construction of Bus Terminal | Concept in development | SDIP finalized July 26 |
| Mazar-e-Sharif | Construction of a Park in District 8 | Concept in development | SDIP in process |
| Pul-e-Khumri | Construction of a Small Market in District 1 | Concept in development | SDIP finalized July 26 |
| Sar-e-Pul | Construction of a Market in District 2 | Concept in development | SDIP finalized July 19 |
| Sheberghan | Central Park Improvement and Sports Area | Concept in development | SDIP finalized July 16 ; BoQ and designs issued July 18 |
| Taloqan | Construction of a Parking Lot in the West Side of the Municipal Park | Concept in development | SDIP finalized July 30 |

Sar-e-Pul Post-Flood Assistance Project

In July, RU-N made significant progress in developing sub-projects to assist in the reconstruction effort for the Sar-e-Pul municipality following severely damaging floods in May. RU-N worked on increasing the Sar-e-Pul team for the project, hiring two Engineers and a Public Outreach Advisor to begin work on July 2, followed by the arrival of the Project Management Capacity Building Advisor on July 23.

This month, RU-N also began an innovative collaboration with the Department of Rural Rehabilitation and Development (DRRD), which is responsible for designing small-scale bridges and overseeing construction throughout the province. DRRD has agreed to provide the designs for two bridges – a footbridge and a vehicular bridge – and collaborate with RU-N on implementation and technical oversight of construction, while USAID/RU-N will fund and manage the bridge projects. DRRD conducted initial site surveys for the bridges on July 15 and 18; the designs are expected to be completed in August. DRRD and RU-N have also begun weekly coordination meetings to ensure clear roles and responsibilities throughout the duration of the project.

RU-N is also continuing to make progress on the other proposed sub-contracts in Sar-e-Pul: cleaning of canals and the rehabilitation of roads and culverts. The RU-N team has already completed the designs, bill of quantities (BoQ) and estimates for a project to clean 19.6 km of canals, which will also employ local families who were affected by the flooding. The RFP for this project was issued on July 24 and the bid opening and evaluation is scheduled for August 6. On the road rehabilitation and culverts sub-project, in consultation with the Sar-e-Pul Mayor, RU-N engineers have prioritized this



On July 9, 2012, the RU-N Projects Manager, advisors and engineers, along with municipal officials, visited the site of the planned reconstruction of the vehicular bridge that was damaged by flooding in Sar-e-Pul.

work into two different sub-project sections and completed the designs and BoQ for the first section on July 30.

REVENUE GENERATION

The business registration process continued in Aybak, Faizabad, Taloqan, Sar-e-Pul and Pul-e-Khumri. Four municipalities, with the exception of Sar-e-Pul, have completed the printing of tax bills and have transitioned to investigating options for increasing the rate of business owners who are paying their taxes at the bank. Sar-e-Pul continues to print and distribute tax bills, and has already begun to issue computerized licenses this month to business owners who have paid their taxes to the bank.

Details on business registration and licensing, including a comparison with the previous year, are listed in the table below:

| Municipality | Registered Businesses and Licenses Issued (Baseline-1390) | Newly Registered Businesses (1391) | Printed Tax Bills | # of Licenses Issued | Increase in Number of Businesses Registered | % Increase in Businesses Registered |
|--------------------|---|------------------------------------|-------------------|----------------------|---|-------------------------------------|
| Faizabad | 884 | 2106 | All | 371 | 1222 | 138% |
| Taloqan | 1600 | 4510 | All | 1350 | 2910 | 182% |
| Pul-e-Khumri | 3300 | 3836 | All | 545 | 536 | 16% |
| Aybak | 1395 | 1924 | All | 968 | 529 | 38% |
| Sar-e-Pul | 1184 | 1555 | 1000 | 5 | 371 | 31% |
| Grand Total | 8363 | 13931 | | | 5568 | 66.5% |

CITIZEN ENGAGEMENT

Women's Participation in Municipal Decision Making

On July 17, RU-N organized a one day internal Gender Awareness Training for Embedded Advisors at the Mazar-e-Sharif Regional Office. The training was designed to be a participatory discussion of general principles of gender, as well as role play exercises and discussions on the importance of considering gender in municipal and government work. The training was designed as an introduction to the concept, which will be followed up with training on gender mainstreaming in August.

Service Delivery Advisory Group Meetings

During July, RU-N advisors organized two SDAG meetings to select third round project priorities in Taloqan and Mazar-e-Sharif. In addition, following the Project Management Regional Workshop where SDAG representatives and municipal officials drafted the SDIP for the third round sub-projects, RU-N advisors in all nine municipalities engaged with all SDAG members in revising and finalizing the SDIPs.



RU-N advisors facilitate a meeting of SDAG members on July 3, 2012 to select priorities for the third round RU-N sub-project in Mazar-e-Sharif.

PLANNED AUGUST ACTIVITIES

RU-N advisors will focus on the following activities in August:

- RU-N will continue to implement the Sar-e-Pul Post-Flood Assistance Project. The bid opening and evaluation for the Canal Cleaning Sub-Project is scheduled for August 6. RU-N is also expecting the designs for the footbridge and the vehicular bridge, which are currently being prepared by DRRD, to be completed by mid-August. For the two projects to rehabilitate roads and culverts, the RU-N team will continue the designs, BoQs, and scopes of work in August. The RU-N team will also be engaged in regular site visits to the implementing sub-projects.
- Progress on RU-N sub-projects will continue in August. The final first round sub-project, the Maymana Women's Park Improvement Project, is scheduled to reach completion in August, including the final inspection. Implementation for six second round sub-projects – in Aybak, Sar-e-Pul, Taloqan, Kunduz, Sheberghan and Maymana - is scheduled to begin in early August. A Pre-Construction Meeting with the selected sub-contractors for these projects is scheduled for August 1 at the Mazar-e-Sharif Regional Office. The RU-N office has also scheduled regular site visits for the second round projects being implemented in August. Bid openings and evaluations for the remaining three second round sub-projects (Pul-e-Khumri, Mazar-e-Sharif and Faizabad) are also scheduled for August. For third round sub-projects, RU-N advisors will continue to work on the development of project concepts, and RU-N engineers will also continue developing designs and BoQs.
- RU-N has planned for Fraud Awareness Training to be held during the month of August. An initial ToT will be held for RU-N embedded advisors, who will then collaborate with the municipality to deliver the training to municipal officials.
- Gender Mainstreaming Training will be held for embedded advisors in August, who will then be responsible for implementing the training at the municipal level with support from the RU-N Technical Team.
- RU-N advisors will continue to support the business registration and licensing process in Aybak, Faizabad, Taloqan, Sar-e-Pul and Pul-e-Khumri, and continue to follow up with municipalities in developing enforcement mechanisms for the payment of business registration taxes.
- RU-N advisors will continue to work on finalizing and submitting the information requested by GDMA for municipal websites, as well as completing Municipal Economic Profiles.

APPENDIX: RU-N ONE-PAGERS

Each month RU-N plans to highlight particular achievements, successes, or unique aspects of the program. One such story is below.



USAID
FROM THE AMERICAN PEOPLE

AFGHANISTAN



CASE STUDY

Pul-e-Khumri Municipal Officials Expect that a Better Budgeting Process will lead to Improved Service Delivery

Timely budget submissions and approvals allow municipal officials to begin implementing their planned development projects for the upcoming year.



RAMP UP North advisors in Pul-e-Khumri provide technical support on the preparation of the annual budget to municipal officials on 15 March 2012.

Telling Our Story

U.S. Agency for International Development
Washington, DC 20523-1000
<http://stories.usaid.gov>

July 5, 2012 – RAMP UP North's support to the budget preparation process in the nine northern municipalities has strengthened their ability to implement projects and deliver local services. Across the region, municipal officials have been rewarded for their timely budget submissions to the General Directorate of Municipal Affairs (GDMA) by also receiving rapid approvals of their proposed budgets, allowing them to begin executing their planned activities for the year.

In the Pul-e-Khumri Municipality, officials were delighted by the news that their budget had been approved on May 27, 2012, only 22 days after submission. "We were the first municipality in the northern region to receive approval for our budget," said Noor Mohammad, the Municipal Accounting Manager in Pul-e-Khumri. "No one challenged any aspect of our budget during the review process," he added.

RAMP UP North's technical support to municipal officials during the budget preparation process was central to this success. In previous years, municipal officials would prepare four handwritten copies of their budget proposal to be sent to Kabul. With RAMP UP North support, municipal officials learned to prepare a computerized copy of their budget that could be easily edited and submitted. "This year, our budget preparation took only half the time of last year," said Mr. Mohammad.

RAMP UP North's Embedded Advisor in Pul-e-Khumri, Ali Jahid, said that improvements in budget preparation process would also help the Municipality implement the development projects planned in their budget. Last year, approval of the Pul-e-Khumri municipal budget took five months, which delayed the start of municipal projects for as long as eight months. With this timely budget approval, however, municipal officials now feel optimistic about the coming year's work. "This year's development budget seems like a plan we can implement," said the Accounting Manager.

RAMP UP North was asked by GDMA to support the northern municipalities with their annual budget preparation process during a Mayor's Conference organized with RAMP UP North support in February 2012. Nawid Atayee, the RAMP UP North Revenue Enhancement Director, said that RAMP UP North's embedded advisors provided comprehensive assistance to municipalities throughout the budget preparation process: facilitating the planning process, providing technical support on budget submission requirements, and organizing public consultations to provide feedback on draft budgets. RAMP UP North also provides technical support and capacity building for municipal officials on managing and implementing municipal projects and services.